

RELATIONSHIP BETWEEN ORGANIZATIONAL FACTORS
AND JOB PERFORMANCE

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DEDICATION

I dedicate this thesis to my family for their encouragement and prayers, despite the hard time they went through, which gave me the strength to withstand the obstacles embedded throughout my academic struggles. I dedicate this thesis to my parents for their understanding, encouragement, and prayers to my success, despite their old age. I dedicate it to my brother and friends that contributed immensely to the ideas used in this study.



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ABSTRACT

Employees' job performance is a vital component of every organization especially Pakistan Telecom Company Limited (PTCL) since it has been facing issues of employees' job performance for the last several years. Moreover, previous studies had shown that employees' job performance may be caused by several organizational factors such as organizational culture, organizational justice, leadership and high-performance human resource practice (HPRH). However, it is still unclear how these factors (i.e. organizational culture, organizational justice & authentic leadership, HPRH) interact and affect desirable employees' job performance. Therefore, this study aims to fill this gap by empirically evaluating the effects of organizational factors; organizational culture, organizational justice, authentic leadership on employee' job at PTCL. Using contingency approach, HPRH was hypothesized to mediate these relationships. A quantitative research approach using cross-sectional survey design was used to collect data at PTCL. Respondents were selected using convenience sampling due to the inaccessibility to PTCL employees' database. A total of 377 questionnaires were analyzed using SmartPLS 3.0. The findings revealed that clan culture and distributive justice influenced job performance via the partial mediating roles of selective staffing and extensive training. The market culture also influenced job performance by the partial mediating role of extensive training. The relational transparency has an impact on job performance by the partial mediating role of incentive reward. Also, balance processing influenced job performance by the partial mediating role of selective staffing. On the other hand, hierarchy culture, adhocracy culture, interactional justice, procedural justice, self-awareness, internalized moral perspective, employment security, and result-oriented appraisal were not significant predictors of job performance. The proposed model of job performance for PTCL would enable the PTCL management to develop strategies for high performing employees.

ABSTRAK

Prestasi kerja pekerja adalah komponen penting dalam setiap organisasi terutamanya Pakistan Telecom Company Limited (PTCL) kerana organisasi ini telah menghadapi isu-isu berkaitan dengan prestasi pekerja sejak beberapa tahun yang lalu. Selain itu, kajian sebelum ini telah menunjukkan bahawa prestasi kerja pekerja dipengaruhi oleh beberapa faktor organisasi seperti budaya organisasi, keadilan organisasi, kepimpinan dan amalan sumber manusia yang berprestasi tinggi (HPHR). Walaubagaimanapun, ianya masih belum jelas bagaimana faktor-faktor tersebut berinteraksi dan mempengaruhi prestasi kerja pekerja yang diinginkan. Oleh itu, kajian ini bertujuan untuk mengisi jurang ini melalui penilaian empirikal kesan faktor organisasi; budaya organisasi, keadilan organisasi dan kepimpinan terhadap para pekerja di PTCL. Melalui pendekatan kontingensi, HPHR dijangka sebagai faktor utama yang mempengaruhi prestasi pekerja. Kajian kuantitatif melalui kaji selidik rentas keratan digunakan untuk mengumpul data di PTCL. Responden dipilih menggunakan persampelan mudah kerana akses ke pangkalan data pekerja di PTCL tidak mendapat kebenaran. Sejumlah 377 soal selidik dianalisis menggunakan SmartPLS 3.0. Hasil kajian menunjukkan bahawa budaya puak dan keadilan distributif mempengaruhi prestasi kerja melalui peranan-peranan perantaraan separa iaitu pemilihan pekerja dan latihan bersepadu. Budaya pasaran juga mempengaruhi prestasi kerja melalui peranan perantaraan separa iaitu latihan bersepadu. Ketelusan hubungan mempunyai kesan ke atas prestasi kerja dengan peranan perantaraan separa ganjaran insentif. Selain itu, pemprosesan keseimbangan mempengaruhi prestasi kerja melalui perantaraan separa pemilihan pekerja. Di samping itu, budaya hierarki, budaya adhokrasi, keadilan interaksi, keadilan prosedur, kesedaran diri, perspektif moral dalaman, keselamatan pekerjaan dan penilaian berorientasikan hasil tidak dapat meramalkan prestasi pekerjaan secara signifikan. Model cadangan prestasi kerja PTCL akan membolehkan pengurusan PTCL untuk merangka strategi bagi pekerja berprestasi tinggi.

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LIST OF SYMBOLS AND ABBREVIATIONS

AMO	-	Ability Motivation and Opportunities
CVF	-	Competing Value Framework
CFA	-	Confirmatory Factor Analysis
EFA	-	Exploratory Factor Analysis
HCHR practices	-	High-Commitment Human Resource Practices
HCPM	-	High-Commitment Performance Management
HIHR practices	-	High-Involvement Human Resource Practices
HIW system	-	High-Involvement Work Systems
HPHR Practices	-	High-Performance Human Resource Practices
HPW practices	-	High-Performance Work Practices
HPW systems	-	High-Performance Work Systems
HRM	-	Human Resource Management
HRP	-	Human Resource Practices
IHR Practices	-	Innovative-Human Resource Practices
LMX	-	Leader-Member Exchange
OCB	-	Organizational Citizenship Behavior
PAF	-	Principal Axis Factoring
PCA	-	Principal Components Analysis
PTCL	-	Pakistan Telecommunication Company Limited
SEM	-	Structural Equation Modelling

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CHAPTER 1

INTRODUCTION

1.1 Introduction

The purpose of this introductory chapter is to present the background of the study and provide a rationale for pursuing the impact of organizational factors on job performance at Pakistan Telecommunication (PTCL). The aim, objectives and research questions are established, and the contribution to existing knowledge is presented. Also, the importance of job performance and organizational factors are discussed.

1.2 Background of the study

PTCL is the national telecommunication company in Pakistan. As early as 1947 during the colonial rule in Pakistan, PTCL introduced communication services, i.e. post and telegram services. The company succeeded in issuing over 14000 telephones and telegraph. The demand by organizations and individuals for communication requirements increase as time passes by, which necessitates the separation of telegraph and telecommunication. As at 1991, three departments (post services, telegraph, and telephone) were created. The company which was solely government-owned initially was privatized in 2006, reducing its shares to 62% while the remaining 26% and 12% shares are owned by Etisalat Telecommunications and general public respectively. PTCL comprehensive history is presented in Table 1.1.

Table 1.1: Historical background of PTCL (Source Siddiqui & Mangi, 2013)

S.No	History of PTCL
1	After the independence of Pakistan, Posts and Telegraph Department was established in 1947.
2	Pakistan Telegraph & Telephone Department was established in 1962.
3	Pakistan Telecom Corporation expansion of 900,000 lines in 1991.
4	Around 5 percent of Pakistan Corporation assets transferred to Pakistan Telecommunication Authority, Frequency Allocation Board, and National Technology Council was established in 1995.
5	PTCL is formally listed in Stock Exchanges of Pakistan in 1996.
6	Internet and Mobile subsidiaries established in 1999.
7	Formally Telecom Policy Finalized in 2000.
8	Formally Telecom Deregulation Policy Announced in 2003.
	Total 38 Percent shares are sold (26 percent to Etisalat Telecommunication, and 12 percent to the general public of Pakistan in 2005.

PTCL provides several data services such as “High-Speed Packet Services” (HSPA), “Global System for Mobile” (GSM), “Code Division Multiple Access” (CDMA), “Long Term Evolution” (LTE), “Broadband Internet”, “Internet Protocol Division” (IPTV), and “Wholesale Services” to clients through fixed line network infrastructure. The strength of PTCL is shown in Table 1.2.

Table 1.2: Strengths of PTCL (Palwasha, 2016)

S. No	Major strengths of PTCL
1	“PTCL is the country largest telecommunication provider of Pakistan as mentioned by PTCL Annual Report (2017)”.
2	“PTCL providing a variety of services through simple phone call to internet services, video conferencing not only to the organization but also to general customers by Qazi (2012)”.
3	“PTCL has the largest infrastructure all over the Pakistan of wired line argued by Haroon-Ur-Rashid <i>et al.</i> (2009)”.
4	“PTCL’s subsidiary of Ufone has the third largest market share of 18.6 percent as mentioned by PTA Annual Report (2013)”.
5	“In the era of 2014 PTCL is the first organization to introduce Corporate SMS Service which enabled organization to send bulk messages to each and every employee regarding any updates, crucial information as mentioned by PTCL Annual Report (2014)”.
6	“PTCL has entered an agreement with the leading telecommunication operators from all around the world to build a Submarine Cable System which will help Pakistan to satisfy its customer’s broadband demands as mentioned by PTCL Annual Report (2014)”.

Presently, PTCL is one of the largest employers of labor in Pakistan. PTCL has around 18000 employees and operates about 2000 telephonic exchanges across the country. PTCL is a state-owned corporation, and it plays a vital role in revenue generation. According to third-quarter 2017 report, PTCL revenue was Rs. 52.8 Billion. The reduction in voice and internet revenues decreased the overall revenue by

3 percent in the same period in 2016. Besides, total functioning expenditures were reduced by 2 percent due to “Cost Economization Measure” excluding the one off-expenditure (PTCL 3rd quarter report, 2017). The total revenue of PTCL Group earned Rs. 87.9 billion during the period of 2017, excluding the one-off expenditures, and the operating expenses increased by 1 percent the same period in 2016 (PTCL 3rd quarter report, 2017). The profit Rs. 12.85 billion after tax, increased by 37 percent in 2017 as compared to 2016, these increment is due to the successful settlement of certain legal issues during the period as shown in Figure 1.1 (PTCL 3rd quarter report, 2017).

PROFIT BEFORE TAX AND PROFIT AFTER TAX (RUPEES IN BILLION)

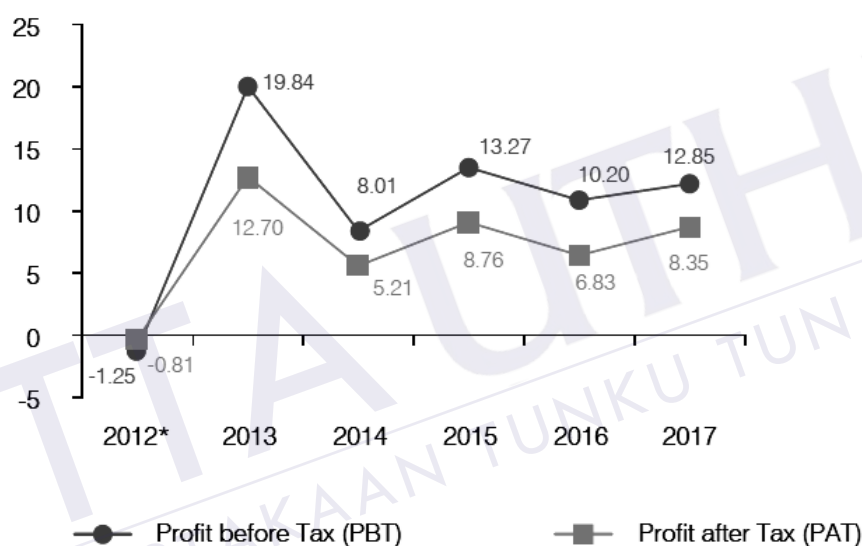


Figure 1.1: PTCL 3rd quarter report (2017)

During the second quarter under review, PTCL revenue was Rs. 35.4 billion the same period last year (PTCL 2nd quarter report, 2018). The second-quarter revenue during the period was counted 1 percent growth over the 1st quarter revenue (PTCL 2nd quarter report, 2018). Due to the continued conversion of subscribers to Over-The-Top and cellular services resulting in reduced voice traffic volumes, revenue from voice services, both domestic and international, declined during the period. The PTCL’s net profit after tax is Rs. 3.7 billion and operating profit of Rs. 4.2 billion during the period decreased by 2 percent and 21 percent respectively over the same period last year (PTCL 2nd quarter report, 2018).

PTCL's net profitability, excluding the one-off items, decreased by 12 percent in a like-to-like manner. The overall operating expenses based upon cost optimization measures undertaken, during the same period last year. The revenue of PTCL Group's Rs. 60.7 billion during the period grew by 4 percent over the same period last year (PTCL 2nd quarter report, 2018). Moreover, the cause of stability in PTCL's revenue as aforesaid, Ufone's revenue increased by 5 percent despite tough competition in the cellular market. Similarly, the revenue of Ubank grew by 71 percent over the same period last year (PTCL 2nd quarter report, 2018).

PTCL net profit rose from 2012 to 2013 as shown in Figure 2.1 previously. In contrast, low net profit was recorded from 2014 through to 2017 due to many reasons for instance; PTCL privatization, high burden of the tax, competition with other telecommunication companies, and good client service of other private companies. The weak nature of PTCL maintenance system and improper handling of client issues is responsible for losing around 40,000 clients per year. The decline in PTCL performance will affect Pakistan's revenue generation and raise the importance of improving employees' performance as it is the key resource of PTCL (Khan *et al.*, 2016).

1.3 Problem statement

According to PTCL Annual Report (2017), Pakistan Telecommunication has been facing ongoing issues of leadership and employees' job performance. These issues in turn could affect PTCL's competitiveness during the rise of other telecommunication companies (PTCL Annual Report, 2017). In addition, PTCL Annual Report (2017) also revealed that majority of PTCL's employees have issues related to working culture environments. In particular, the absence of supportive working environment would decapitate PTCL's ability to deliver better services to clients and therefore, to achieve PTCL goals (PTCL Annual Report, 2017). Inadequate client services and competition with other cellular companies cause PTCL loses about 40,000 customers yearly (Asghar *et al.*, 2013). Customers of PTCL are moving to other substitute telecommunication companies due to weak customer service (Asghar *et al.*, 2013).

The other main issue in PTCL is to develop the mindset of employees and bring changes in existing employees (Ansar *et al.*, 2013). The permanent employees are

resistant to change; development of permanent employees is a big challenge for PTCL (Ansar *et al.*, 2013). Refining the employees to maintain office decorum remains a major challenge for the PTCL (Ansar, 2013).

PTCL was privatized in 2006 so as to reduce government interventions and create investment opportunities in Pakistan (Nadeem & Aziz, 2018). Unlike the common belief that organizations are privatized due to weak performance and attaining liquidation stage, the performance of the PTCL was good (Siddiqui & Mangi, 2013). Siddiqui & Mangi (2013) claimed that once privatized, PTCL went into downsizing causing loss of jobs to around 32,000 employees. It created fear in employees about job security which decreased both job performance and organizational commitment at PTCL (Palwasha, 2016). When PTCL was compared with other major competitors such as Zong, Mobilink, and Telenor, the rivals were getting stronger and increased their market share in the telecom industry. All these private corporations were providing quality services to their customers, which was achieved with the help of satisfied and motivated employees (Palwasha, 2016).

A study has been conducted by Jan, Jalil and Zaman (2013) found that PTCL management needs to concentrate on solving the employees' problems and to motivate them and perform better. Employees of PTCL are demotivated due to inappropriate reward and up gradation/promotion as compare to other corporate sectors (Jan *et al.*, 2013). The amendment of updated fringe benefits and awarding of contract employees instead of their permanent employees were the ultimate reasons for leaving PTCL (Hanif *et al.*, 2014). Besides, the communication between upper level and lower-level employees is also not good, which affects the efficiency of decision making process and job performance (Palwasha, 2006). There is no proper system of rules and regulations (Hamza, 2009), where PTCL employees resume office late and leave any time they want which is affecting their job performance. Every year PTCL receives applications in bulk for recruitment concerning jobs advertised, but due to inappropriate HR policy after hiring many employees leave their jobs (Hanif *et al.*, 2014). Hamza (2009) further highlights that the human resource department of PTCL claims that the company has an online hiring system, and it is one of the best hiring management systems in Pakistan. However, the employees claim the system is not put to use in the recruitment process, as new employees are appointed by dealing with the top management employees.

The discussion so far has indicated several employees' performance related issues due to leadership, organizational culture, inappropriate rewards, communication gap, resistance to change, lack of adherence to rules and regulation and inadequate client services. This indicates that organizational factors are indeed critical factors affecting job performance. As suggested by Chaudhry, Sajjad, and Asad (2011), organizational factors should be focused in PTCL. Moreover, a systematic literature review revealed several gaps in previous studies related to job performance, especially in Pakistan. Very few studies have been empirically examined the effects of organizational factors such as organizational culture, organizational justice, and authentic leadership on job performance in Pakistan or other non-western countries. None of these studies have found the effects of multidimensional organizational culture, organizational justice, and authentic leadership on job performance in a single model and the mediating role of HPHR practices.

Prior research authors Biswas (2009), Karam *et al.* (2017), Warokka *et al.* (2012) argued that more in-depth studies are needed to explore the potential mediating role of HPHR practices between organizational factors; organizational culture, authentic leadership, organizational justice, and job performance. On the bases of these arguments and contingency approach, HPHR practices are used as a mediator between organizational factors and employees' job performance and it has not been used previously in the PTCL. In conclusion, this study proposed an organizational model of employees' job performance that attempts to examine the effects of organizational factors on job performance with mediating role of HPHR practices.

1.4 Research questions

- (i) Does organizational culture affect employees' job performance at PTCL?
- (ii) Does organizational justice affect employees' job performance at PTCL?
- (iii) Does authentic leadership affect employees' job performance at PTCL?
- (iv) Do HPHR practices mediate the relationship between organizational factors and employees' job performance at PTCL?
- (v) What should be the proposed organizational model of employees' job performance for PTCL?

1.5 Aim and Objectives of the study

One of the main aims of the study is to have a better understanding of the relationship and impact of organizational factors and HPHR practices on employees' job performance at PTCL. The research objectives of the study are as follows:

- (i) To determine the effect of organizational culture on employees' job performance at PTCL.
- (ii) To determine the effect of organizational justice on employees' job performance at PTCL.
- (iii) To determine the effect of authentic leadership on employees' job performance at PTCL.
- (iv) To investigate the mediating effects of HPHR practices on the relationship between organizational factors and employees' job performance at PTCL.
- (v) To propose the organizational model of employees' job performance for PTCL.

1.6 Scope of the research

In pursuing this research, the focus is PTCL, the target telecommunication company in Pakistan. As PTCL remains an important economic contributor to Pakistan, its importance has significant implications for Pakistan. The importance of having effective and hardworking employees in the company is vital for its survival. For this purpose organizational factors analyzed in this study were organizational culture, organizational justice, authentic leadership, HPHR, and job performance in PTCL. Moreover, as employees' performance is a precursor of organization performance, the focus on PTCL job performance is not timely but critical.

The selection of Competing Value Framework (CVF) model of organizational culture to represent the employees' responses is based on the argument of Quinn and Rohrbaugh (1981). Quinn and Rohrbaugh (1983), and Goodman *et al.* (2001) stated that CVF model has an integrated model of the organization's cultural psychology. This integrated model has multiple benefits and deals with a variety of issues, like leadership and performance, decision making, and long-term planning. The said model is more effective and consistently followed by others. The CVF model is chosen as it is claimed to represent the true nature of the business environment.

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